

**ARBEJDET MED LIGESTILLING,
DIVERSITET OG INKLUSION PÅ SDU**

GE-BERETNING 2023

GE Status Report for the Faculty of Humanities 2023

A. Follow-up on activities and plans from last year.

In 2022, the faculty of Humanities went through large scale organizational changes reducing four departments to two. By May 2023, a new chair for the HUM Gender Equality Committee was appointed, and the appointments of new members followed in the summer of 2023. The new committee constituted itself at the first meeting in August 2023.

The revitalization of the HUM Gender Equality Committee has led to changes in our SWOT for 2023, since we have experienced a new energy and a readiness at the managerial level for addressing gender and inclusivity issues.

B. Strategic analyses of the faculty’s opportunities and challenges

The SWOT-matrix

<ul style="list-style-type: none"> • Strong representation of women at PhD and junior lecturer/postdoc levels, suggesting thriving interest in research career among female graduates and postgraduates • Gender balance in managerial positions (50/50 among Heads of Department at the Faculty) • Collaboration with GET • Success of bottom-up initiatives, e.g. establishment of feminist network • Focus on inclusivity in general • New, revitalized HUM gender equality committee <p style="text-align: right;">Strengths and success stories S</p>	<ul style="list-style-type: none"> • Leaking gender pipeline between junior and senior research positions • Areas of research where one gender is strongly represented - both among applicants for positions and staff • Limited resources to carry out qualitative research at the Faculty of Humanities to identify and explain problems and challenges and to follow up on initiatives and insights <p style="text-align: right;">Weaknesses W</p>
<p style="text-align: center;">O Opportunities</p> <ul style="list-style-type: none"> • Working with inclusive culture and issues of intersectionality • Collaboration and knowledge sharing with other faculties to address challenges across SDU • Messages of equality, inclusion and tolerance are welcomed by younger generations of students and faculty members, encouraging more active involvement • Including an awareness of gender dimensions and bias in the curriculum. 	<p style="text-align: right;">T Threats</p> <ul style="list-style-type: none"> • Significant financial challenges which negatively affect capacity building: recruitment of staff, career progression, sustainability of research milieus • Low priority given to equality and diversity matters in the context of other challenges facing the Humanities generally. • The external funding and scope of Interdisciplinary projects is often given to areas that traditionally have more male researchers.

C. Action plan – short and long term

Short term plans 2024

- Initiate and start implementing the longstanding wish in the committee for more inclusive meetings at the faculty. This process will be led by Faculty Management and the committee and assisted by GET during the spring.
- Initiate activities (actions in the GEP) for the Faculty of Humanities in Spring 2024. Across departments and the administration, there will be a focus on the following areas: attracting and retaining international staff (departments), fostering an inclusive meeting culture (departments and administration), developing a tool for monitoring data about wages for both academic and administrative staff (administration and departments) to ensure transparency, and a desire to attract male candidates for jobs within the administration.
- Explore new and relevant data to identify areas of relevance for future equality and inclusion initiatives.
- Release a short guide to gender inclusive language (translated to Danish based on an English version from another faculty).

Long term plan 2024

Given the organizational and processual changes, long terms goals are still under development. The committee, however, aims to:

- Address the challenge of engagement with gender and diversity issues and encourage greater interest in these issues within the faculty.
- Increase the visibility of the committee's work and activities relating to gender and inclusivity.
- Further develop knowledge sharing with the Gender Equality committees from other faculties, in particular to identify common problems that could benefit from cross-Faculty discussions and solutions. Continuous knowledge sharing concerning the implementation of GEPs will also be beneficial.
- Support a continuous focus on gender equality and inclusivity at faculty leadership level and secure cooperation between faculty and departments.

GE Status Report for the Central Administration 2023

A. Follow-up on activities and plans from last year

Siden seneste afrapportering har universitetsdirektøren besluttet, at i stedet for at etablere et selvstændigt ligestillingsudvalg i Fællesadministrationen, så fungerer områdechefgruppen som Fællesadministrationens ligestillingsudvalg kombineret med, at Fællesadministrationens Samarbejdsudvalg (ASU) vil have Fællesadministrationens ligestillingsindsats på som fast tema på møderne i løbet af året. Dermed sikres forankring i ledelsen, i samarbejdet mellem ledere og medarbejdere og i den eksisterende faste udvalgsstruktur i Fællesadministrationen.

Beslutningen om at ændre organiseringen af ligestillingsområdet i Fællesadministrationen er truffet for at sikre et fortsat fokus på området kombineret med et ønske om ikke at gøre organiseringen for administrativ tung.

Fællesadministrationen har en dobbeltrolle ift. ligestillingsarbejdet på SDU. Fællesadministrationen skal på den ene side understøtte fakulteternes arbejde og via dette have fokus på ligestilling (f.eks. via relevante administrative systemer, der kan modvirke ubevidste bias) og på den anden side selv arbejde med ligestilling i egen opgaveløsning fx ved rekruttering og kompetenceudvikling.

Fokus i denne beskrivelse er på den del af Fællesadministrationens opgave, som vedrører arbejdet med ligestilling i egen opgaveløsning. I den forbindelse er det en opmærksomhed, at kønsfordelingen på tværs af Fællesadministrationen er rimelig balanceret, mens den indenfor de enkelte områder kan være ret skæv, således er der eksempelvis en overvægt af kvinder i SDU HR, mens der er en overvægt af mænd i SDU IT.

Områderne i Fællesadministrationen har i tiltagende grad fokus på diversitet, ligestilling og inklusion ikke alene i en traditionel kønsmæssig forstand, men også ift. etnicitet, alder, eventuelle handicap mv. Det er oplevelsen, at denne udvidelse af dagsordenen virker meningsfuld for mange. Der er dog samtidig en efterspørgsel på tværs af Fællesadministrationen efter værktøjer/metoder, som kan understøtte dette arbejde.

Arbejdet med mangfoldighed udmønter sig på mange forskellige måder på tværs af Fællesadministrationen, men flere områder fremhæver, at de har arbejdet med eller har fokus på følgende indsatser:

- Ligestilling og diversitet i dagligdagen, herunder i forhold til mangfoldighed blandt medarbejdere og i forhold til adfærd og 'omgangstone på arbejdspladsen'. Dette bl.a. ved at have (ledelsesmæssigt) fokus på det at være en rummelig (diversitet og ligestilling) arbejdsplads
- Ikke at være biased i en lang række ansættelsesmæssige situationer f.eks. lønforhandlinger, opnormeringer, kompetencemidler eller særlige opgaver
- Bias ift. rekruttering (ubevist bias, tekstmæssig bias, rip-rap-rup-effekt) – både ift. stillingsopslag og ved samtaler. Dette kan blandt andet være ved altid at have flere køn repræsenteret i

ansættelsesudvalg og altid at indkalde ansøgere af flere køn til samtale. Desuden fokus på at undlade at bruge kønsnormative værdior i ansøgninger.

- 'Exit-samtaler' med mulighed for at få input til GE potentialer.
- Skabelse af de rigtige teams konstellationer på tværs af køn, alder og anciennitet samt selvfølgelig personlighed og kompetencer. Det er en øvelse, som der fokuseres på ved hver ansættelse og sammensætning af team for at opnå den rigtige dynamik. Der kan være en tendens til, at der ansættes nogen, der ligner os selv for meget (forstået som alder, køn mv.), hvilket der er stor opmærksomhed på.
- Generationsledelse – der er lige nu flere generationer i gang på det danske arbejdsmarked, og det er på nogle områder oplevelsen, at der ikke er konflikter mellem kønnene men mellem generationerne, hvilket SDU som arbejdsplads skal være gode til at håndtere og drage fordel af.
- Opmærksomhed på, hvordan man skaber den attraktive arbejdslev for alle aldersgrupper – også seniorer, da der er brug for erfarende medarbejdere.

B. Strategic analyses of the faculty's opportunities and challenges

The SWOT matrix

- GE er et fokusområde for SDU's øverste ledelse, hvilket er et vigtigt signal til resten af organisationen.
- Der er en udbredt opfattelse i Fællesadministrationen af den værdi, som det at arbejde med GE-dagsordenen, har. GE-dagsordenen skal i denne sammenhæng forstås i et bredere perspektiv end alene kønsmæssig ligestilling. Fokus er således på ligestilling og diversitet både i forhold til køn, etnicitet, alder mv.
- Den organisatoriske enhed, GET, støtter arbejdet på en højt kvalificeret måde via hjælp til selvhjælp, sådan at enhederne i Fællesadministrationen løbende bliver bedre og bedre til at have fokus på arbejdet med ligestilling og diversitet
- Der arbejdes i højere og højere grad med / drøftes ligestilling og diversitet i rekruttering og fastholdelse i hverdagen – det er i tiltagende grad en naturlig del af mindset'et i Fællesadministrationen.

Strengths and success stories

S

- I en presset hverdag med færre ressourcer risikerer ligestillingsarbejdet at blive tilsidesat til fordel for de kerneopgaver, som skal løftes.
- Manglende ressourcer til f.eks. kompetenceudvikling – ressourcer forstået som tid/mulighed er en faktor, ligesom manglende retning/viden ift. åbenlyse indsatsområdet. Der er gode muligheder for kompetenceudvikling, hvilket er en styrke, men svagheden er, at det ikke altid udnyttes.
- Manglende målbillede – hvad er det for et ambitionsniveau, som vi reelt ønsker at implementere (Dette i lyset af prioritering af fx ligestilling og diversitet og work-life-balance vil betyde forøgede risici ift. andre rationaler (fx effektiv drift og performance).
- Inhomogenitet på tværs af områderne
- Der mangler data på området, hvilket besværliggør arbejdet.

Weaknesses

W

O

Opportunities

- Vi har mulighed for at forstærke vores brand som en arbejdsplads, der aktivt fremmer ligestilling og diversitet
- Det øgede fokus fra topledelsen har potentiale til at motivere og engagere bredt i organisationen
- Vi har gode muligheder for tværorganisatorisk sparring, samarbejde og vidensdeling.
- Vi har mulighed for at styrke diversitet i direktionen/bestyrelsen, hvilket kan øge repræsentationen og differentieringen
- Fællesadministrationen har mange vidt forskellige medarbejdergrupper og arbejdsopgaver, men der er mulighed for at styrke diversiteten yderligere fx gennem rekruttering
- Styrket fokus på ligestilling og diversitet kan øge værdiskabelse, trivsel og fastholdelse, hvilket kan forbedre muligheden for at rekruttere højt kvalificerede kollegaer

T

Threats

- Manglende bevågenhed, såfremt ledelsens fokus ændres, kan påvirke arbejdet med området, særligt hvis arbejdet ikke er veldefineret og implementeret.
- Manglende understøttelse, relevante værktøjer og hjælp til selvhjælp kan være en udfordring for arbejdet
- Manglende aktiv handling og opfølgning på ligestillings- og diversitetsarbejdet
- Generelle rekrutteringsudfordringer på et trængt arbejdsmarked.

- Det er i højere grad et ønske om at italesætte emnet og bringe det i spil i relevante fora (alle fora burde være relevante i en eller anden grad).
- Forbedre evnen til at italesætte og fremme emnet i relevante fora for at styrke forståelse og støtte fra interessenter

C. Action plan – short and long term

Områdechefkredsen, der også er Fællesadministrationens ligestillingsudvalg, drøftede på deres møde den 15. december diversitet og ligestilling og besluttede i den forbindelse, at der arbejdes videre med følgende tre målsætninger i 2024:

- o Et skærpet fokus på arbejde med ligestillingsperspektivet i forhold til rekruttering og ansættelse af medarbejdere i Fællesadministrationen
- o Et skærpet fokus på at sikre ligestillingsperspektivet i forbindelse med talentudvikling for eksisterende ansatte i Fællesadministrationen. Eksempelvis ved at have et bredt diversitetsblik på ledelsesniveauer i Fællesadministrationen
- o Arbejde målrettet med at understøtte ydelser indenfor diversitet på hele universitetet på basis af GEP på fakulteterne

GE Status Report for the Faculty of Science 2023

A. Follow-up on activities and plans from last year

In the report from 2022 we identified the following thematic areas:

- ***Sexual harassment***
- ***Recruitment and career progression***
- ***Local leadership***

Sexual harassment

We consider SDU's preparedness for handling sexual harassment as well as the information available for staff on how to act when exposed to sexual harassment insufficient. The GE committee has therefore engaged in a dialogue with representatives from HR regarding the information available on SDU's web pages and how this can be improved, including its translation from Danish to English. We are also discussing with HR the possibility of offering training to those with special roles, such as contact persons, in this context. This dialogue is still ongoing.

Recruitment and career progression

In order to clarify the evaluation criteria for career progression for scientific staff and, in particular, differentiate between criteria required and criteria desired for career progression, the GE committee has updated the faculty career matrix. The updated version will be sent for comments at the Faculty Management Group, the Faculty Academic Council and the Faculty Liaison Committee.

Local leadership

The GE committee will continue this theme with the same goals and ambitions from last year's report.

Status from the departments

The Department of Biology implemented a workshop on Unconscious Bias for the entire staff in the framework of the 2023 staff day.

The Department of Physics, Chemistry and Pharmacy has an ongoing dialogue with GET on the possibility of collecting data on job applications, to establish potential correlation between the number of women applicants and the content and phrasing of the job advertisements.

At the Department of Biochemistry and Molecular Biology a working group on diversity in recruitment has been set up with participation from BMB administration (including HoD), SDU GET and the NAT GE Committee. As a result of the group's first meeting in 2023, GET have got permission from SDU HR to review the recruitment portal and its guidelines on how to prepare text for open calls for academic positions. The working group will continue to meet in 2024 and discuss the next steps, possibly including a recruitment workshop targeted at PIs.

B. Strategic analyses of the faculty's opportunities and challenges

The SWOT matrix	
<ul style="list-style-type: none"> • Gender equality is explicit and an integral part of the agenda and there is an increased awareness both among researchers and management • Formalized procedures and communication for the faculty gender equality committee • Recording of SDU gender data and statistics improved and available for reporting • Improved collaboration and dialogue across SDU's GE committees • Qualified expertise in the form of a DEI Champion in the team • Strong connection between the GE committee and the PhD school • Improved collaboration and dialogue between the GE committee and the faculty management group • More resources to GET • Established an inspiring and productive dialogue with Lund University Science Faculty's GE committee through SDU IGAB member Tomas Brage <p style="text-align: center;">Strengths and success stories</p>	<ul style="list-style-type: none"> • SDU in-breeding/lack of diversity where formal and informal power is found (for example among research leaders) • Poor resources and support from SDU (such as an ombudsman) in handling sexual harassment cases, and lack of relevant cases for training of staff • Top-down prioritization of focus areas and top-down selection of strategic initiatives may suffer from gender bias or lack of diversity focus • The need to bring external funding is not always aligned with considerations of diversity in hiring decisions • Gender bias in task distribution affects career possibilities, in particular when external funding is crucial • Lack of institutional support for forming network of female researchers on different career levels <p style="text-align: center;">Weaknesses</p>
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Keep focus on how Gender equality is closely integrated with good working environment: non-discrimination; equal opportunities; creative, inclusive and safe environment – learn from experiences of other institutions • Awareness regarding diversity also in education • New initiatives and procedures in evaluations at funding bodies to reduce gender and diversity bias • Insistence from funding bodies on diversity initiatives and structures at universities 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Leaders and people with informal power are gatekeepers in the close, personal dialogue with representatives of private foundations – this is not an open process as admission is by selection of the management • Academia on assistant professor and above not considered an attractive career choice, leading to highly gender and profile biased applicant pool • Gender equality turns into a checkbox exercise • The increased focus on external funding supports extreme competitiveness and may thus work against inclusiveness • Political control and political reforms of the universities may suffer from gender bias and lack of diversity awareness • Work-life balance within academia excessively challenging for researchers on all levels • Right-wing pushback against GE

E. Action plan – short and long term

The GE committee have identified the following themes, goals and actions for the coming year (2024).

Theme: **Sexual harassment** (continued from 2023)

Goals

- Clarify how to handle cases of sexual harassment and other types of harassment

Actions:

- Maintain the dialogue with SDU's HR unit and other relevant working groups and committees regarding the handling of sexual harassment and other types of harassment
- Ensure awareness of roles and responsibilities in matters concerning the handling of sexual harassment cases across staff at the faculty
- Investigate and promote possibilities for bystander training

Theme: **Recruitment and career progression** (continued from 2023)

Goals:

- Attract a more diverse applicant pool, in particular for assistant and associate professor positions
- Create awareness among researchers of tasks essential for promotion, in particular for junior researchers
- Create awareness of potential inequity of distribution of administrative tasks and service to the academic community

Actions:

- Improve the presentation of SDU and the Faculty of Science on SDU's or NAT's website
- Explore new ways of spreading information about open positions
- Monitor data on applications for open positions and approaches that are taken to spread information about open positions
- Improve clarity of the career matrix regarding the tasks that are essential for promotion
- Encourage the visibility of administrative tasks in researchers work portfolios and transparency around their distribution, in particular for early career researchers

Theme: **Local leadership** (continued from 2023)

Goals:

- Improve awareness of coaching, training and networking possibilities for HoS and other relevant stakeholders at the faculty
- Improve awareness and engage management in GE related problems.

Actions:

- Engage the gender equality committee in a Scandinavian or Nordic network on gender equality
- Find and promote attractive opportunities for coaching, training and networking for HoS and other relevant stakeholders at the faculty

Theme: **Inclusion survey**

Goals:

- Carry out an inclusion survey among academic staff at the faculty

Actions:

- Engage in planning, contact external partners with experience in carrying out inclusion surveys and obtain approval from management

GE Status Report for the Faculty of Business and Social Sciences 2023

A. Follow-up on activities and plans from last year

Activities and initiatives under the auspices of the local Gender Equality Committee

In 2023, the Faculty continued its work on the 2021-2023 strategy. Focus areas where:

- Raising awareness for gender equality
- Gender equality efforts for administrative staff and faculty
- Implementation of REEAD

In the beginning of 2023, the GE Committee organised a **Gender Awareness Workshop** with two external consultants. The workshop was embedded in the Faculty's annual Work Environment Day and focused on equipping participants with new tools and a fresh perspective on how to move forward regarding gender equality in the workplace. Participants in the workshop were the Faculty Management, Heads of Departments, and members of the work environment groups and the GE Committee. Prior to the meeting and to raise awareness for GE issues, the book "The No Club: Putting a Stop to Women's Dead-End Work" had been distributed among Heads of Department and members of the GE Committee. To enable faculty and staff to initiative and conduct smaller activities in relation to gender equality, the Faculty has decided to maintain its gender equality pool at Faculty level. In 2023, the pool supported a 'women in economics mentoring workshop' with 30.000 DKK.

SDU BSS also focused on uncovering potential gender equality problems around **administrative staff**, as well as the **leaking pipeline**. In 2023 the GE Committee prepared a research design regarding both topics. A report on the former topic was funded by the committee in 2023 and was concluded in early 2024. Based on this report the equality committee will draft recommendations and initiatives for the Faculty Management.

The GE Committee also gave input to gender equality aspects regarding SDU BSS new strategy as well as the Faculty's internationalisation strategy. As part of the new strategy, **REEAD** was implemented at all departments. REEAD is a holistic performance evaluation of (1) Research, (2) Teaching, (3) External Funding, (4) Academic Citizenship, and (5) Dissemination, Outreach, and Impact used in relation to appointments and promotions. Using REEAD will help the Faculty challenge the traditional ways adopted in academia by employing a more broad and nuanced understanding of what it entails to possess and display 'talent', thereby leading to more diverse promotions and appointments.

B. Strategic analyses of the faculty's opportunities and challenges

The strategic analysis of the Faculty's (gender) equality related opportunities and challenges are laid out below in a SWOT matrix which builds on last year's matrix. Many of the points might equally apply to other areas of (in)equality such as ethnicity, sexual orientation, age, and colleagues with caring responsibilities.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Several years of efforts have made the focus on GE a natural and integral part of many processes and decisions across SDU BSS. There is awareness for GE issues (also in the strategy) and concrete initiatives are and have been developed. • Good representation of men and women in the top management layers of SDU BSS 	<ul style="list-style-type: none"> • Lack of insights and acknowledgement about female career trajectory dynamics (e.g., leaking pipeline) and GE related issues among administrative staff at SDU • Family needs are not always considered when distributing tasks • Some female junior researchers still do not feel comfortable raising GE issues in highly male-dominated research groups • Female student engagement is not addressed

<ul style="list-style-type: none"> SDU has several female employees and shows generally a female friendly atmosphere SDU provides female scholars with outstanding help in funding application processes and SDU BSS has had quite a few successful funding applicants which serve as role models for other female applicants. SDU has a Danish progressive image Transparency in recruitment and promotion 	<ul style="list-style-type: none"> Application and hiring processes for faculty are slow and heavy. This may discourage talented females and males from applying, in particular at the professor level. Cleaning up processes, removing superfluous rules such as the rule requiring three qualified applications may help. SDU is male dominant in many of its domains. Time-limited contracts make it less attractive to work in academia which could have gender-skewed effects. Continued organisational upheaval (e.g., budget adjustments, closure of the campus in Slagelse etc.) are creating uncertainty and frustration among colleagues which may lead to SDU being considered a less appealing option especially for younger colleagues in the staff and faculty strings
Opportunities	Threats
<ul style="list-style-type: none"> External demand for GE work, e.g., from external foundations #MeToo and the UN's SDGs as windows for increased attention to the GE agenda Increased knowledge/research of GE Better utilisation of the pool of female junior researchers, so that it has an effect at associate professor and professor level Increase use of tenure-track and REEAD could lead to more diverse applications for junior positions Denmark and Danish universities have a strong and good reputation abroad as being equal and progressive and a good reputation as a place for female employees and scholars from emerging and developing countries (especially LGBTQ+) Denmark is an attractive place for female international talent to progress internationally (steppingstone for a global career) SDU can become better in showing its female talent in media/external communication 	<ul style="list-style-type: none"> Imbalanced recruitment pool for administrative jobs Conservatism in the external environment A perception that GE has been reached in Denmark can create resistance towards GE policies in some group Lack of engagement in public activities and events (SDU and its corporate citizenship roles/SDGs) While Denmark as a country is still ranking very well in Gender Equality Index, no 2 (eige.europa.eu), SDU is not ranking well in Times Higher Education system for Gender Equality (SDU 59,6-65,9 while the no 1 ranking had 81,9 leaving SDU in the ranking of 101-200 of the ranked universities). This is a concerning discrepancy. The gender pay gap is a general concern, also in the Nordic setting Risks associated with student evaluations that may be biased negatively towards female teachers

C. Action plan – short and long term

Below is a summary of key focus areas for the Faculty's work with gender equality in 2024 and beyond.

- Awareness and communication about GE work and strategies:** The GE Committee plans on holding a **gender awareness workshop with all Heads of Research Groups**. Given that the Heads of Research Group are the ones distributing work tasks in their respective research group (for example teaching tasks, administrative tasks, etc.), the GE Committee considers it to be very important to raise awareness for possible gender biases. The workshop is planned to have a similar form to the one that was conducted with the Heads of Department. Moreover, the Chairman of the Faculty's GE Committee will **chair a session** at one of the Faculty's next **Heads of Department meetings** including a follow-up on the recent awareness workshop with the Heads of Department and a discussion on SDU BSS' mentoring scheme.
- Female career trajectory dynamics – incl. the transition from associate professor to professor level:** Despite the fact, that the Faculty has largely succeeded in focusing on gender equality in the recruitment processes in recent years, the **total proportion of female professors** at SDU BSS points to a special challenge at this level. To be able to implement the right initiatives, the Faculty wants to a) investigate where in the professor recruitment processes, the challenges arise and b) gain deeper insights into the processes earlier in women's career paths, for example in the transition from temporary positions to permanent positions in academia. The Faculty has also added a Gender Equality KPI to its new strategy (Beyond the Obvious), stating that "by 2028, the rolling five-

year average of newly recruited full professors is 50% female". In the last two years, the rolling five-year average of female appointed professors has been 36% (2022) and 33% (2023). In addition to this, the Faculty Management has initiated actions in response to VIVE's report on "Sexism at Danish universities – A quantitative and qualitative study of PhD students". The results of this report will be discussed in various committees at the Faculty and where necessary, action plans will be developed.

3. The distribution of administrative tasks as a consequence of budget cuts: In 2023, the Faculty, as other parts of SDU, underwent significant **budget cuts** which included voluntary as well as involuntary resignations. Throughout the entire process, the Faculty Management has had a close focus on the gender balance with respect to the resignations. The GE Committee will in the months following the layoffs help raise awareness for possible gender biases, so that the redistribution of administrative tasks happens on equal terms.
4. Ensure adequate representation in the GE Committee: SDU BSS is currently present at five campuses with six departments and two transdisciplinary centres. Albeit all departments are represented in the GE Committee this does not hold for all campuses. The issue becomes even more prominent in 2024, when two of the Faculty's departments will merge. The chairman of the GE Committee will raise awareness for the importance of **adequate representation** among the Heads of Department.
5. Gender Equality effort for the administrative staff (TAP): The GE Committee has initiated a gender equality effort for **administrative staff** already in 2021. This work has continued, and a report was commissioned in 2023. On the basis of the report recommendations will be forwarded to the faculty management in early 2024.
6. Commencing the work on a new gender equality strategic framework: In 2021, the Faculty Management approved the 2021-2023 strategic framework for the work on gender equality entitled '*Equal opportunities and equal terms*'. This framework highlights the Faculty's vision as well as specific objectives relevant to the gender equality work. In spring 2024, the GE Committee will begin its work on an **updated version of this framework** which will be aligned to the Faculty's overall strategy.
7. In relation to the implementation of the REEAD model and efforts made at the department level to create opportunities for talented senior scholars, 2023 has seen the appointment of multiple female professors at the faculty, contributing significantly to a better gender balance at the professor level.
8. At the department levels multiple activities to create awareness and opportunities have been done. Examples include a gender equality workshop, an unconscious bias workshop, and a annual junior retreat for talent development.

GE Status Report for the Faculty of Health Sciences 2023

A. Follow-up on activities and plan from last year

The initial two-year GEP process at SUND has been completed with successful involvement, initiatives and activities from all 8 SUND departments, GET and SUND LiU. Pilot projects related to the establishment of local GE committees at the departments, a mentoring program for younger researchers, transparent recruitment procedures and career paths have been part of the GEP process and departmental activities. Following evaluation, several of these pilot projects will now lead to dissemination across the entire faculty.

The action plan for 2024 and 2025 has been developed and defined within the framework of resources and prioritized needs.

The faculty secretariat and communication section have been integrated within meetings and activities at SUND LiU, with a greater focus on effective communication about GE and increased attention to both academic staff and technical-administrative staff, as opposed to only VIP previously.

Definition of 8 SUND goals:

- A minimum gender ratio 40-60% (women-men) of professors by 2028
- 50-50% gender ratio at management level by 2028
- Salary is equal for men and women"
- Transparent recruitment, assessment and hiring process with focus on equality, diversity and possible bias
- Transparent career paths for all disciplines at SUND
- SUND communicates in both Danish and English
- Gender equality work is recognized by MUS/CV/salary
- A mentor-mentee program is offered to all young researchers at SUND by 2026

B. SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Eight SUND GE goals that will guide the activities. • Increased GE awareness among head of departments and management • Improved gender data statistics on staff at department and faculty level. • The GEP process has introduced a culture change and awareness for meetings, recruitments, sexual harassment etc 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The impact of GE activities is difficult to measure. • GE awareness is still limited among staff. • Lack of gender data statistics across Danish universities/similar departments • Lack of insights about female career trajectory dynamics
<p>Opportunities</p>	<p>Threats</p>

<ul style="list-style-type: none"> • Transparent recruitment and retention strategy at faculty level. • Support to staff through mentor programs offered to all early career researchers (phd students, post docs, assistant professors) at the faculty, • Benefit from increased focus on GE in branding and from society. • Working with inclusive culture • Collaboration and knowledge sharing with other faculties to address challenges across SDU • Further awareness among management on what the benefits of GE and diversity are – thereby creating a demand for GE and diversity • Onboarding on new department leaders to GE issues 	<ul style="list-style-type: none"> • Lack of awareness among staff and management in general – with the risk of less engagement or potential resistance to new initiatives. • Leaking pipeline continues. • A perception that GE has been reached in Denmark can create resistance towards GE policies in some groups. • Imbalanced recruitment pool for administrative jobs. • Change in management level (change of 3 of 8 dept. leaders)
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

C. Action plan

Currently we are working on four major areas:

GOAL 1:

Increased awareness, recognition, and embedded organization of GE-work at the faculty

Objective 1.1: Local GE committees for equality and diversity at each of the 8 departments

Activity: 1) Each faculty department will establish a GE committee. 2) SUND-LiU will describe a format for the organization at the faculty and tasks for the department committees.

Objective 1.2: GE Workshop – knowledge of unconscious bias

Activity: Workshop in “GE and bias-awareness training”

GOAL 2:

Transparent procedures for recruitment, assessment, and employment at SUND

Objective 2.1: Training in assessment criteria, job announcement and interviews with a GE perspective

Activity: Workshop/training in “Diversity, equity and inclusion perspectives on assessment criteria, phrasing job announcements, and job interviews”

GOAL 3:

Recruitment and retention of SUND researchers.

Objective 3.1: Understanding the Leaking Pipeline

Activity: Research project (master thesis): “Understanding the leaking pipeline form SUND, SDU”

GOAL 4:

Career sparring, support and well-being of younger researchers.

Objective 4.1: Mentor-program for early career researchers

Activity: 1) Group mentoring for phd students. 2) Group mentoring for post docs/assistant professors.

GE Status Report for the Faculty of Engineering 2023

A. Follow-up on activities and plans from last year

In 2023 LiMU wished to create more awareness among TEK staff about the committee and the work being done within gender and diversity. One way that LiMU wanted to create more awareness was by sending out half-year e-mails about the existence of the committee, what LiMU focuses on, the gender dashboard, and the annual report. Short presentations were also planned and performed at department meetings in the five departments at TEK. While LiMU did not send out emails in 2023, the ambition is to do so in 2024.

LiMU is currently exploring the possibility of having additional questions put in APV that focuses on gender and diversity issues. This is still being investigated as a possibility in 2024.

LiMU has in previous years focused on the rule concerning both genders in assessment committees and has implemented a procedure for exemptions. In 2023 LiMU evaluated the procedure to see if it is working as it should. LiMU notes that in a department with a higher number of women the rule works fine, however, even within one department the number of women may vary a lot depending on the scientific field. In a scientific field with few women there is an increased pressure on women to participate in assessment committees. The success of the rule depends to a large degree on the specific scientific field.

LiMU has created a guide to inclusion for staff at TEK and for teachers focusing on gender in a broader sense. The goal is to help teachers have a more neutral approach to students and teaching. The guide is available to staff on sdunet.dk. LiMU is in continuous dialogue with the student counsellor at TEK to ensure that there is a welcoming and inclusive study environment.

In 2023 LiMU wanted to work more on the GEP initiatives at a local level and work to ensure progress by working as a sparring partner and critical friend to the departments. The critical friend initiative has been postponed until August 2025 due to lack of resources.

B. Strategic analyses of the faculty's opportunities and challenges

<p>Strengths and success stories</p> <ul style="list-style-type: none"> • LiMU is not only focusing on GE but also on other aspects of diversity • Support from upper management • A diverse committee • Fruitful collaboration with GET • Willingness to try out new initiatives • Life in academia contains a lot of freedom • We have been granted Living lab at IGT and the results will be shared with all departments at TEK (Funded by Villum and NNF). 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Under-representation of men in the Committee especially when compared to the high number of male employees at TEK • No head of department or Faculty management present in TEK LiMU • Lack of benchmarking • Not sufficient research based knowledge of what initiatives work and how it should be designed • Unequal focus on GE among department and unit heads
<p>Opportunities</p> <ul style="list-style-type: none"> • GEP - Due to the increased managerial focus and KPIs • Further awareness among management on what the benefits of GE and diversity are – thereby creating a demand for GE and diversity • Further collaboration with and inspiration from other faculty committees • Share of female students increases and thereby eventually the pool of female applicants for positions/employees • Increased focus from funding agencies on GE • Increased funding for GE- and diversity efforts 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of time and incentive among VIP staff and management, as research and teaching demands their main focus • Employees opposing (visibly or not) to GE-focus • Funding for GE- and diversity-related efforts is available if applied for. However, the faculty lacks the resources to apply • A high focus on GE and work-life-balance in industry that might reduce the number of females looking to work at the university

C. Action plan – short and long term

It remains a focus of LiMU to raise more awareness among TEK staff about the committee and the work being done within the fields of gender and diversity. In 2024 LiMU plans to send out half-year e-mails about the existence of the committee, what LiMU is focusing on, the gender dashboard, and the annual report.

The rule of both genders in the assessment committee will also be addressed by LiMU in 2024. LiMU wishes to use the gender statics dashboard to compare to the exemptions given at different departments to learn more about the use of the rule and the benefits or challenges it represents. The gender statistics dashboard is a valuable tool for LiMU and the gender and diversity work. LiMU will put more focus on the statistics to help identify goals and targets for the coming years.

LiMU is in continuous dialogue with the student counsellor at TEK to ensure that there is a welcoming and inclusive study environment and will in 2024 identify relevant target points to ensure this.

LiMU is currently exploring the possibility of having additional questions put in APV that focuses on gender and diversity issues. This is still being investigated as a possibility in 2024.